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Office of Installation Services and Environmental
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13. ABSTRACT (Maximum 200 words)

This document describes the DLA Office of Installation Services and Environmental Protection TQM implementing plan. The objective of this plan is to install the principles of total quality as an ongoing way of accomplishing all tasks, both internally and with customers and suppliers. The document identifies specific improvement efforts and completion target dates.

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PURPOSE

The purpose of this Implementation is to structure an integrated program for the Office of Installation Services and Environmental Protection that will enable us to meet our stated quality policy through application of proven Total Quality Management Techniques.

OBJECTIVE

The objective of this Total Quality Management implementation plan is to define specific responsibilities and dedicate resources to enable the Office of Installation Services and Environmental Protection to install the principles of total quality as an ongoing way of accomplishing everything we do, both internally and with our customers and suppliers.

SCOPE

The Total Quality Management Program described by this plan will affect every person who works for the Office of Installation Services and Environmental Protection. It will dictate how we work internally as a team with one another, and how we work with our customers and suppliers. The functions included are:

- Real Property Maintenance Program
- Military Construction Program
- Master Planning
- Family Housing
- Base Supply
- Operating Equipment Maintenance
- Equipment Pool Operations
- Environmental Protection Programs
- Safety and Occupational Health Programs

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RELATIONSHIP TO OTHER PLANS/OBJECTIVES

The Total Quality Management Plan encompasses all other plans, objectives and programs currently operative in the Office of Installation Services and environmental protection. Whenever possible, and to the extent practicable, Total Quality Management process reviews will be accomplished simultaneously with other programs requiring process reviews such as the Internal Management Control (IMC) program, Strategic Planning, and Excellence and Efficiency in an Enriched Environment (E 4).

RESPONSIBILITIES

The Total Quality Management Program in the Office of Installations Services and Environmental Protection is directed by Col W. R. Andrews, Jr., USA, the Staff Director. The program is implemented through a joint working group composed of the following personnel:

Chairman: Mr. Frank King, DLA-WS, AV 284-6357.
Field Support Division: Ms. Barbara Murray, AV 284-6358.
Safety and Health Division: Ms. Karen Moran, AV 284-6027.
Installations Division: Ms. Charlotte Shockley, AV 284-6631.

The Chairman is responsible for implementation of the TQM program in accordance with the guidance of the Staff Director. He works through the team members to establish TQM initiatives, monitors their progress, and prepares appropriate reports as required.

The DLA-W division representatives will work within their divisions to establish initiatives, monitor progress, and prepare appropriate reports.

SPECIFIC ACTIONS

DLA-WS

1. Workspace Improvement Project. A project will be developed to provide a better workplace for all DLA-W personnel. The project will make use of modular furniture and will make better use of the space available to DLA-W. The ergonomic and environmental features will provide a healthier work environment, and the aesthetically pleasing appearance will boost employee morale. The result will be a work environment that provides each worker and supervisor the appropriate level of privacy, while at the same time enhancing the teamwork concept resulting in a more productive office.

2. Improve Analysis Techniques at HQ for Base Supply and Equipment Maintenance Performance Statistics. Statistical data produced by the Base Operations Support System (BOSS) and the Equipment Management and Control System (EMAC) will be incorporated into a review process whereby DLA-W staff members can better identify meaningful trends, areas of needed correction, and budget and manpower anomalies at PLFAs.

Action Office: DLA-WS

DLA-WS/DEPO

1. Improve Management of the DLA Defense Environmental Restoration Account (DERA). Perform a detailed review of the processes by which the DERA is administered at HQ DLA. Through this review, process steps having the most potential for contributing to misappropriation of funds, failure to obligate funds in a timely manner, budget and program shortfalls, or potential excesses are identified and exposed to more intense management review.

Action Office: DLA Environmental Policy Office (DLA-WS/DEPO)

DLA-WH

Improved Mishap Investigation and Reporting. A review of the process by which mishap investigation and reporting is performed will be undertaken. An initial goal will be improvement in the timeliness and quality of the product - data and guidance for accident prevention throughout DLA.

Action Office: DLA-WH and PLFA Safety and Health Managers

DLA-WI

1. Facility Survey. An initiative is in process to identify the condition of DLA facilities and to determine requirements for immediate, mid- and long-range correction thru repair and/or upgrade projects. This facilities condition survey (CONSURV) will provide the baseline necessary to determine appropriate utilization of limited resources and for retention/replacement criteria for Agency facilities.

2. Self-Help. The establishment of a self-help program within the Agency will allow the employees the opportunity to impact their quality of worklife thru repair and alteration of their immediate surroundings. The program guidance will be issued at the DLA Commanders Conference (1-5 May) for adoption by the PLFA commanders as an adjunct to the existing Quality of Worklife program.

3. Improve Management of the Real Property Maintenance Activities (RPMA) Program: Perform a detailed review of the processes by which the RPMA program is administered at HQ DLA. Through this review, process steps having the most potential for contributing to fraud, waste, and abuse, failure to obligate funds in a timely manner, and budget and program shortfalls will be identified for more intense management review. The on-going development of a Standard Automated Information System (SAIS) for the RPMA program will provide the needed visibility of meaningful trends, anomalies in obligations and staffing patterns, and other areas needing correction.

Action Office: WIR

4. DLA Engineering Assistance Support Office (DEASO): Establishment of this MSA will provide project development services and master planning preparation and documentation support to the HQ PSEs and the PLFAs. The improvement in project and program submittals has been identified as a critical need for sustainability of current program funding levels and expansion of the programs to meet Agency requirements. A review of the processes in project/program development and documentation will be performed to improve quality and timeliness of submittals through the Agency.

5. Improve MILCON Project Planning and Documentation Prepared by the PLFAs: Project documents lack sufficient details of user requirements, economic analysis, and backup justification data to defend these projects in the Congressional review process. The principal guidance manual DLAM, 4270.1 Facilities Projects Manual, is undergoing a major rewrite and should be published within a year. Our new MSA (DLA Engineering Assistance Support

Office), when manned, will be available to assist the field in preparing the documentation. We also plan to have all PLFAs on the DD1391 Processor System which is part of U.S. Army Corps of Engineers PAX (Programming, Administration, and Execution) System to automate preparation and review of DD Form 1391.

Action Office: DLA-WIM

6. Improve Processing and Management of Funding Documents (MIFRs) for MILCON Design and Construction Projects: In coordination with DLA-C, review the process by which MIFRs are initiated, authorized, and approved to reduce excessive processing time and consequential delays in design and construction execution. Through this review, initiatives will be developed to streamline inter-office coordination, to establish processing time standards, and to assign management responsibilities for ensuring effective process accomplishment.

Action Office: DLA-WIC

	<u>Schedule</u>	<u>Completion Target</u>
DLA-WS-1	Workplace Improvement Project	
	a. Complete and submit approved floor plan to DASC	31 May 89
	b. Complete installation	30 Sep 89
DLA-WS-2	Review and Identify Improved Analysis techniques at HQ DLA for Base Supply and Equipment performance statistics	30 Sep 89
DLA-WS-3	Improvement management of the DLA Defense Environmental Restoration Account (DERA)	30 Sep 89
DLA-WH-1	Improve Mishap Investigation and reporting	30 Sep 89
	a. Initiate dialog with PLFAs on process improvement	30 Jun 89
	b. Formulate proposals for changes to system structures (forms, data analysis)	30 Sep 89
DLA-WI-1	Facility Survey	
	a. Complete statement of work	1 Jun 89
	b. Award contracts	30 Sep 89
	c. Complete survey	30 Sep 90
DLA-WI-2	Self-Help Program	
	a. Complete guidance/disseminate	4 May 89
	b. Implement program	30 Sep 89
DLA-WI-3	Improve the Management of the Real Property Maintenance Activities (RPMA) Program	
	a. Review processes	31 Dec 89
	b. Deploy SAIS for RPMA	31 Mar 91
DLA-WI-4	DLA Engineering Assistance Support Office (DEASO)	
	a. Obtain Position Classification	31 May 89
	b. Recruit/fill initial cadre	31 Dec 89

PLFA REVIEW AREAS

<u>FUNCTIONAL PROCESS</u>	<u>EXPECTED IMPROVEMENT</u>	<u>DLA HQ FOCAL POINT</u>
Maintenance Cost	Improve correlation between APCAPS labor costs in cost accounts 942 - 946 and labor costs recorded in EMACS.	DLA-WS
Equipment Downtime	Meet or exceed 93% availability goal established by DLAM 4505.1, thereby providing better customer support.	DLA-WS
Maintenance Effectiveness	Reduce deviations between expected and actual labor hours for tasks recorded in EMACS by revising labor standards, providing employee training or other appropriate actions.	DLA-WS
Base Supply Stockage	Increase percent availability of stocked materiel.	DLA-WS
Location Accuracy	Improve stock location accuracy and reduce counting and location errors.	DLA-WS
Excess Materiel	Reduce line items of stock with quantity above the authorized retention level.	DLA-WS
Requisitioning	Reduce the number of priority requisitions.	DLA-WS

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<u>FUNCTIONAL PROCESS</u>	<u>EXPECTED IMPROVEMENT</u>	<u>DLA HQ FOCAL POINT</u>
Recycling Programs (Non-hazardous)	Establish or improve programs (DLAR 1000.27), receipt and proper use of proceeds.	DLA-WS/DEPO
Waste Minimization	Establishment of a PLFA O&M budget for DRMO HW disposal services, implement cost effective minimization initiatives (HQ guidance in development stage)	DLA-WS/DEPO
Environmental Restoration	Review requirements against DERA criteria, periodically revise budget requests, establish administrative record.	DLA-WS/DEPO
Environmental Compliance	Insure follow-up on all USAEHA recommendations, include all needed projects in A-106, submit accurate A-106 reports, resolve all NOV's within 60 days.	DLA-WS/DEPO
Spill Response	Revise contingency plans, conduct spill exercises, coordinate with local Emergency Planning Committees.	DLA-WS/DEPO

<u>FUNCTIONAL PROCESS</u>	<u>EXPECTED IMPROVEMENT</u>	<u>DLA HQ FOCAL POINT</u>
Preparation of Mishap Report	Expedite reporting to meet existing timeframe standards (DLAM 6055.1)	DLA-WH
Mishap Investigation (and Documentation thereof)	Understanding of system causation concept, determination of system modes & factors, identification of these on mishap reports.	DLA-WH
Mishap Reporting	Propose changes to report form - to facilitate its use, help gather useful info efficiently, etc.	DLA-WH
Accident Analysis	Clearer picture of what's wrong, where and how.	DLA-WH

<u>FUNCTIONAL PROCESS</u>	<u>EXPECTED IMPROVEMENT</u>	<u>DLA HQ FOCAL POINT</u>
Facilities Engineering	Improved resource utilization, project submittals, facilities condition, quality of worklife.	DLA-WI
Master Planning	Improved planning, quality of documentation and timeliness of submittals, fewer slippages of MILCON programs, and fewer re-prioritizations of requirements.	DLA-WI
Military Construction	Fewer changes during design and construction, expedited design execution, improved product.	DLA-WI